



## **Program Management Oversight**

### **Quarterly Report**

CAHSRA Board Operations Committee

**May 2012**



### **Program Management Oversight (PMO) Activities**

- Progress Audits: The PMO conducted progress audits of the PMT regional consultant management and the PMT engineering and environmental management teams. The PMO also reviewed and approved monthly PMT progress reports and invoice packages.
- FY 11/12 AWP: The PMO is assisting the Authority with implementation of next FY's AWPs for all the A&E contracts. We are reviewing and commenting on the RC AWPs and will be doing the same for the PMT AWP once it is submitted to the Authority.
- Engineering Technical Memos: Since our last report in December 2011, the PMO has reviewed the following Technical Memorandums prepared by the PMT Engineering Management Team (EMT):
  - TM 2.2.5 HST Station Descriptions R0
  - TM 100.06 Aggregate Availability in the Central Valley
  - TM 300.05 RAMS
  - TM 100.04 Policies, Procedures and Instructions
  - TM 100.05 PMO Review of TMs R0
  - TM 200.06 Aesthetic Guidelines
  - TM 300.02 - Electromagnetic Compatibility Plan
  - TM 300.06 - Radio Frequency Propagation Simulation
  - TM 300.07 EIR/EIS Assessment of CHST Alignment EMF Footprint
  - TM 2.7.5 Utility Requirements for 30% Design.
  - TM 0.3 Basis of Design
  - TM 1.1.22 - TM Capital Cost Estimating Methodology for 30% Design Level
  - TM 200.09 Recommended Track Structure for Initial Construction Section R0
  - TM 500.01 Safety Security Policy Statement (in progress)
  - TM 500.02 Safety and Security Executive Committee Charter (in progress)
  - TM 500.03 Safety and Security Project Committee Charter (in progress)
- Other PMT Deliverables: The following additional PMT deliverables are currently under review by the PMO:
  - WBS 7.5.1 Maintenance of Infrastructure Concept and Requirements MOI (in progress)
  - WBS 7.6.1 Concept of Operations (revised version) (in progress)
  - WBS 7.2.10 WBS 7.2.10 CHSTP Safety and Security Management Plan (SSMP) (in progress)
  - HST Standard Specifications and Standard Drawings
  - Updates to the Design Criteria Manual
  - Guidance Document of Required Safety Elements Necessary for FRA Regulatory Approval" (with Appendix A and B)
  - CP1 Design-Build RFP and Addendums
- PMT Deliverable Submittals: The PMO is currently working with the Authority and the PMT in the development of new submittal requirements for PMT deliverables.

- 3<sup>rd</sup> Party Agreements: The PMO attended and monitored the 3rd Party Agreement weekly meetings for CP1. The meetings were managed well and effective for identifying action items for CP1.
- RFI Process: The PMO is monitoring the Authority and PMT's procedures for the "Request for Information (RFI) Process" that is being used to respond to CP1 bidder inquiries. The RFI process is ongoing and appears satisfactory to date.
- Construction Management Consultant: The PMO is overseeing the implementation of the RFQ for the Project / Construction Manager for CP1 thru CP4. The PMO believes that the Authority should consider hiring a Director of Construction.
- Verification and Validation (V + V): The PMO has reviewed the V+V procedures outlined in the RFP for CP1. Comments will be provided to the Authority and PMT.
- Design-Build RFQ/RFP: The PMO is overseeing the PMT's "Lessons Learned" meetings for CP1 RFQ and RFP. The PMT and Authority are working to address these for the next round of RFQ/Ps.
- Risk Management: The PMO attended and monitored the Risk Assessment Workshop for the CP1 through CP4 Construction Schedule. The Risk Registers procedure for combining the Section Registers with the Program Wide Register has been reviewed and monitored by the PMO. During the Risk Assessment Workshop the PMT established new procedures and guidelines for improving the Risk Registers. They will be having regularly scheduled meetings between the RCs and the PMT to ensure that the Risk Registers are up to date and that action items are addressed. The Risk Register process is performing satisfactory.

There are currently a total of 25 risks for the Merced to Bakersfield corridor prioritized as "High" or "Very High." The PMO is reviewing the monthly updates of the Risk Registers to ensure that mitigations are being identified and carried out in accordance with planned timelines.

- CADD and Plan Standards: The PMO is currently reviewing the CADD Preparation and Plan Preparation Manuals that will be used by the design-builder in their design and submittal process.
- Environmental Schedule: The PMO is monitoring the PMT Environmental Team's development of a preliminary look-ahead schedule to identify and address any potential delays that might affect the schedule for future NODs/RODs.
- Right-of-Way (ROW): The PMO attended and monitored the PMT/Authority/RC ROW meeting for CP1. We will continue to attend and monitor the ROW meetings as they occur. The Authority has recently hired a Senior Right of Way Agent from Caltrans to assist the Authority in the acquisition of ROW.

- Document Control: The development of a new document control system to handle the upcoming design-build projects has not been completed. At this time the document control system is behind schedule and may affect the submittal process for the design-build contracts.
- Quality Control & Assurance: The PMO has monitored the PMT Quality Control/Quality Assurance audits and they are being performed satisfactorily. To improve quality in the delivery of project deliverables the PMT QA/QC audits and workshops of the RCs should occur more frequently. At this time the audits occur once a year for each team and we recommend that they occur quarterly.
- Fresno Grade Separations: The PMO reviewed the PMT's cost comparisons for four grade separations in Fresno and agreed with the PMT's prior recommendations.
- Revised 2012 Business Plan: The PMO conducted an overview of the PMT's cost estimates for the Phase I Blended system. This overview revealed some shortcomings and inconsistencies in the current cost estimating process for 15% design. The Technical Memorandum for this should be updated and workshops should be held with the RC's for future estimates.
- Change Control Process: The PMO has continued to participate in the Change Control Process. The turnaround time for change approvals/rejections still needs to be improved to minimize delays.
- Value Engineering: The PMO attended and monitored the Value Engineering workshop for Merced to Bakersfield. The workshop was very productive and identified ways to reduce costs and project timelines. These workshops should be held earlier and more often on future sections.
- Small Business: The PMO assisted the Authority with compilation of a comprehensive inventory of business types, professionals and trades that are likely to be positively affected by the project.

#### **Comments on PMT Accomplishments**

- The schedule for the NOD/ROD for Merced-Fresno has slipped a total of 9 months from the original September 2011 target. Still, if delivered by June 2012 as currently planned, all the preparers/reviewers have done a remarkable job considering the scope and magnitude of this project.

#### **Key Issues**

- 3<sup>rd</sup> Party Agreements: The lack of agreements with adjacent railroads has been identified as a High or Very High risk for the initial design-build contracts. Additionally, the Authority will need to enter into a large number of agreements with entities along the alignment such as municipalities and utility companies/agencies. The Authority is currently short on staff to complete the agreements.

- Right-of-Way: Advance right-of-way engineering and valuation work on the Merced-Bakersfield sections has been suspended due to budget constraints. The lack of progress may negatively affect the project schedule.
- The Biological Opinion from the U.S. Fish and Wildlife Service and SHPO concurrence is still needed for the NOD/ROD for Merced-Fresno.
- UPRR Approval: Sections of the HSR alignment affecting UPRR require their review and approval. This poses a risk to the current HSR alignment.
- Environmental Reviews: The Authority predicts that there may be insufficient capacity within key reviewing agencies to concurrently process the flow of environmental documents anticipated due to overlap within the current Environmental Milestone Schedule. This could impact the schedule for the Fresno-Bakersfield design-build packages.
- Authority Staffing: The absence of key staff within the Authority continues to be a challenge. Critical unfilled positions include a CFO and a Director of Construction (which the PMO suggests the Authority consider adding). Other critically understaffed functions include accounts payable, procurement and contract management.